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Volume Twenty

Number Three

URBAN LAND

NEWS AND TRENDS . . .

IN CITY DEVELOPMENT

PUBLISHED BY URBAN LAND INSTITUTE

PLANNING AND DEVELOPING AN INDUSTRIAL DISTRICT

By W. C. Windsor, Jr.
Developer, Brook Hollow Industrial District, Dallas

Air View of Brook Hollow Industrial District, Dallas, Texas

Developed by Windsor Properties, Inc., this district was established prior to the construction of the freeways (lower left). Although an extremely rapid rate of development has been experienced, sound planning principles have been adhered to in this district. Trinity Industrial District lies between Brook Hollow and the Dallas skyline.

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Plan-itorial . . .

Planned Industrial Districts Re-Studied

The idea of providing fully improved sites for industry in a comprehensively planned development is not new but their popularity has increased enormously since 1949. As industrial land requirements have changed, the planned industrial district concept has evolved to accommodate the expanded space needs of modern industry.

"Planning and Developing an Industrial District" the lead article by W. C. Windsor Jr. in this issue, coincides with the newest technical bulletin, *Industrial Districts Re-Studied*, soon to be released by Urban Land Institute. This new bulletin deals with the characteristics of planned industrial districts, not as they should be but as they are.

In its earlier bulletin on the same subject published in 1952, ULI focused attention on the role of the developer in planning, operating and managing organized industrial districts. Then, ten districts were examined in detail. Today, nine years later, it is possible to issue a different kind of study based on data collected from 272 districts in the U. S. and Canada. The new survey deals with industrial district sponsorship and its relation to district location, size and occupancy. This study also compiles data for site sizes, building sizes, site coverage ratios, employment and types of industrial occupants.

Some Highlights of the Survey

As industrial land requirements and public opinion have changed, the planned industrial district concept has been modified to reflect these changes. Protective covenants, for example, are a deliberate heeding of the greater attention now being given to industrial appearance and its compatibility with the community-at-large.

Industrial districts are market oriented. Forty percent of the districts in the survey are located in metropolitan areas of a million or more people and another 31 percent are in areas of 100,000 to a million population.

Lack of available land, high land assembly costs, traffic congestion, and blighted conditions in central city areas have resulted in most new industrial districts being located in suburban areas, usually within 10 miles of the central city.

Accessibility is a primary consideration in location. Nearly all districts studied are either adjacent or close to major highways and over 90 percent are served by rail. Over two-thirds of the districts are between 50 and 500 acres; the most frequently recurring size is the 100- to 200-acre district. Demand, availability of suitable land, development considerations and financial resources of the sponsor chiefly determine district size.

Occupants of industrial districts are mostly distribution facilities and light manufacturing or assembly plants requiring sites of one-half to five acres with building areas of 10,000 to 25,000 square feet. Rarely will a firm requiring a site of more than 25 acres locate in a planned district.

A direct relationship between site depths and gross area lost to streets and easements exists for development costs. The shallower the site depths, the greater the loss of gross district acreage and the higher are the development costs. Usually 10 to 25 percent of gross area is lost to rights-of-way and easements.

Site coverage by buildings is low—usually from 20 to 50 percent; employment per establishment and employee densities are low, especially when compared to older unplanned industrial areas.

A Long-Term Outlook

Development of an industrial district requires a long-term outlook. Land absorption progresses more slowly than in shopping center and residential developments. So, the developer must carefully consider flexibility in layout, development costs, taxes and financing.

Information presented in this bulletin allows for a better understanding of planned industrial districts. The findings should be of particular value to community planning and zoning groups, land developers, industry and others vitally concerned with urban land use planning.

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TRI-COUNCIL MEETING

The second joint meeting of ULI's three Councils and its Sustaining membership will be held in Philadelphia, May 17-18-19, 1961 at the Bellevue-Stratford Hotel. Urban renewal and metropolitan transportation will be the central theme for the seminar discussions.

Philadelphia is an outstanding laboratory for a close look at both urban renewal and metropolitan transportation. In the city are visible accomplishments in urban redevelopment—Penn Center, Independence Mall, Food Distribution Center. In rehabilitation, Society Hill is an area for more than casual study. The Penn Jersey Transportation Study is making progress at solving mass transportation problems on a metropolitan basis. A field trip will include the urban renewal projects as well as examples of conventional residential, shopping center and industrial construction.

(*Continued on Page 8*)

PLANNING AND DEVELOPING AN INDUSTRIAL DISTRICT

By W. C. Windsor, Jr.
Developer, Brook Hollow Industrial District, Dallas

Editor's Note

Mr. Windsor, president of Windsor Properties, Incorporated, and developer of Brook Hollow Industrial District in Dallas, is an Executive Group member of Urban Land Institute's Industrial Council. This article is based on an address he made at a meeting of the Institute of Planning & Zoning, in Dallas, last November.

Since the early 1930's the City of Dallas has been particularly foresighted in anticipating the requirements of industry. Cooperation with developers and zoning protection are two important reasons why Dallas has more outstanding industrial districts than any city in America. Much of the base for the sustained and healthy growth in this region is attributable to the vision of our past and present city administrations.

Economic democracy dominates the business life of this community. A policy of inclusion rather than exclusion is pursued. The individual or the corporation must identify itself with the constructive self-interest of the city. This environment has led to Dallas's reputation of being the most competitive city in America. Past and present accomplishments attest to the benefits derived from a mutually cooperative environment.

Industrial District Objectives

An industrial district is designed for the profitable operation of a community of industries. The ultimate demand factor for a particular tract is the number of operations which can be conducted more successfully on it than on another tract. Thus, each industrial tract is in competition with all others of a similar nature.

Since a developer performs a service function for industry, he should attempt only those things which he can do more efficiently than the user. In a planned industrial district or park, these functions include assembling and acquiring land, planning and platting the layout, establishing restrictions, installing utilities, and providing certain services. Merchandising, of course, is a major consideration of the developer. This should be recognized in the planning stage by developing public identity for the project.

The advantage of land acquisition by a developer is obvious. Large acreages can be acquired at lower per acre prices and on more desirable terms than small ones. Similarly, the cost of installing utilities and improvements is less per acre for a large development than for small individual sites.

The concentration of industry in large tracts has many desirable aspects from the community point of view:

1. Specialized requirements for water, sanitary sewer, gas and electricity can be provided efficiently.

2. Large generation of intra-area traffic is confined, and removed from arterial streets.

3. Provision of police, fire, and sanitation service is somewhat specialized for the industrial area and can best be provided in major centers.

4. Equitable tax structures are more easily established and administered.

5. Retention of existing industry and attraction of new ones is facilitated.

Industrial District Planning Considerations

In planning an industrial district development, the first decision concerns the type of industry to be attracted. Certain industries do not make compatible neighbors—a stamping plant and a precision instrument laboratory, for instance. An analysis of community needs, current industrial structure, and a projection of the probable lines of future industrial growth should be helpful in establishing a prospect list.

Five factors should be considered by a community to determine the desirability of a particular industrial development plan:

Environment: An environment should be created which will encourage stability. In several types of industry, the cost of employee turnover is second only to wages. Modern planning concepts which include landscaped setbacks, adequate off-street parking, apron space for off-street truck maneuvering, and traffic flow without congestion help to minimize employee turnover.

City after city provides the same negative environment in the form of congested streets, inadequate transportation, and multi-storied industrial buildings that have been depreciated many times over. That portion of our productive effort which is carried out in highly inefficient facilities represents a serious obstacle to our total progress.

The success of a particular operation is determined in large measure by the level of personnel it can attract and retain. And a desirable working environment is a major factor in assuring personnel stability.

Efficiency: The most efficient operation of an industrial activity should be facilitated. City cooperation is essential in this area, since adequate sources of water, gas and electricity must be provided as well as gravity flow sanitary sewers of high effluent capacity. Ingress and egress, along with integration of all transportation facilities, are also properly the responsibility of the municipality.

In Dallas, the developer bears all costs of specific site development. The City establishes standards for the installation of streets, water, gas, sanitary and storm sewers but bears no part of their cost. The philosophy of this approach is sound, for it says the ultimate cost is borne by the user—the industry occupying the site.

Industrial district developers can find many ways to improve efficiency for district occupants. For example, looped water mains reduce insurance costs and looped gas and electric lines assure continuity of service. Area identification through distinctive street naming speeds services and avoids confusion in locating addresses (so important in city fire protection). Grounds maintenance by a single operation provides for efficiency at minimum cost. The location of personnel services such as restaurant, service station, barber shop, laundry, etc., can be planned so as to minimze any district traffic generated by such facilities.

Among other district development specifics which can assist in cost reduction for the completed plant are:

- Depressed streets and rail leads to minimize fill requirements for dock height floors.
- Test borings for foundation footings to save architects and engineers both time and money.
- Planning assistance to district occupants for detailed plot plans on a specific site to assure that a particular function and its attendant requirements can be adequately housed on the site.
- Public relations assistance in announcements about new district occupants to assure maximum coverage in available media.

Flexibility: Planning flexibility to meet the changing pattern of tomorrow is a must in this age of accelerated change. In establishing minimum standards for industrial district sites, allowances must be made for future changes so that it will be possible to build a new face for the cities of tomorrow and accommodate technological advances in transportation and other fields.

The provision of minimum standards which have future flexibility as their purpose may be approached in two ways.

One approach frequently used is the restrictive covenant which is made a citation in the deed. (*Editor's Note:* Another approach is to record blanket protective covenants against the land, applying to the entire development or a portion thereof—and not to include such restrictions in the deed.)

Such restrictions are essential in an area which has no zoning control, as they offer the only tool for enforcement of planning objective other than through retention of ownership of all district property by the development sponsor.

In a political subdivision which has effective zoning regulations, care must be taken to remove any possible conflict before filing the restrictions and adequate legal counsel is advised.

A second approach is through the local zoning ordinance. As originally conceived, these ordinances established broad land use categories and were applied to industrial uses by attempting to list specific activities acceptable or unacceptable to a given zoning classification. Technological changes within industry have out-moded this approach and it has been replaced in a number of cities with performance standards based on measurable external effects on the community rather than type of product manufactured. To the extent that these standards allow more flexibility than the old use listings and establish a framework of acceptable planning for all to follow, they deserve serious consideration. However, when such zoning standards are motivated by considerations other than those designed to benefit the community and are superimposed over existing restrictions, they preclude innovation and should be rejected.

One city has passed a zoning ordinance which includes an industrial park district section. While the effort to improve zoning regulations in this field is to be complimented, the result is regrettable. Ambiguity in the establishment of uses and standards eliminates any possibility that a purchaser could reasonably expect to develop industrial property. One paragraph of this ordinance requires specific site plan approval by the planning commission and establishes, among other things, a requirement for "harmonious and beneficial relation among the buildings and uses on the site . . ." In that uses and standards are previously established, this requirement must pertain to aesthetics. An example of the ambiguity involved is contained in the requirement for landscaped setback areas. The front setback must be a minimum of 50 feet, and planted to provide a parklike setting. Side yards and the rear yard are required to be at least 20 feet with the same requirement for planting. It would appear that an industrial building could be served by neither truck nor rail, but would be a beautiful thing to behold.

Let's plan for tomorrow with rules by which all can play the game without regard to vested interests or political change. Let's plan in a manner that places a premium on tomorrow's new idea by providing the opportunity for it to occur.

Diversification: Economic stability through diversification is one of the great advantages accruing to a community from the presence of an industrial district. A broad base of diversified industry provides a stability that a single major installation does not. In considering industrial district planning, diversification is enhanced if encouragement is given to providing a variety of industries. These can be established, not only on the basis of permitted standards of use but also on the construction materials acceptable.

Community Asset: Industrial development in a community should result in a community asset. From the planning aspect, this will be accomplished regardless of construction materials if modern planning concepts are followed which give sufficient attention to function and aesthetics. One exception exists to this statement. No plan should be approved which has as its purpose the attraction of marginal labor to the community. The policy of seeking new industries at any price may result in the attraction of operations that depress per capita incomes within an area through the addition of unskilled workers. This circumstance can impose a heavy burden on the financial structure of any city.

Block Planning vs. Lot Platting

At best, the platting of an industrial development is an educated guess. Whereas the residential developer can plan for a particular market, the industrial developer will find a wide diversity in the requirements of industry. Block plannnig rather than lot platting should be used in laying out an industrial district. This concept adds one dimension of flexibility.

The developed cost of a particular site is a combination of raw land cost, site preparation cost, and land loss. This last item is a tremendous variable and can best be illustrated by referring to two developers who bought the same size tracts of raw land at the same cost. Each tract was improved in accordance with City requirements. One developer sold his developed land for 50 cents per square foot and the other for 25 cents. The interesting point is that in this case the man selling land for 25 cents per square foot had a net profit that was twice as great as that of the developer selling for 50 cents per square foot. The combination of improvement density and land loss is responsible for the discrepancy that appears to exist in these figures. The above example illustrates the importance of giving careful study to district layout before final filing of the plan.

In our block planning approach, we try to limit the frontage to 1,200 feet between cross streets. Property depth is determined by establishing building depths which we feel will enjoy the best market or fill a deficiency in our inventory. The front setback is added to this in relation to the depth of the property and the width of the frontage street. With a divided lane frontage street in excess of 100 feet, we feel a 50-foot setback is adequate for any property's building depth. If the front-

age street has the usual 33 feet of pavement, we will use a 100-foot setback for building depths over 300 feet.

With a railroad in the rear and a building line in front, one dimension is firmly established. By eliminating lot platting, we can establish the other dimension to the fraction of an inch of the purchaser's requirement. We also increase flexibility by having one set of street and utility improvements serve properties with different building depths opposing each other. A typical example would be a 150-foot building depth on one side of the street and a 250-foot building depth across from it.

This discussion on platting has presumed that planning has occurred within the framework of a master traffic plan for arterials by a political subdivision and that traffic has been adequately oriented to these arteries. A discussion of master plan requirements is considered beyond the scope of this paper.

Restrictions

The restrictions established for a development will be no better than their enforcement. Restrictions can act as a positive force to provide maintenance of a desirable industrial community in which investments and tax values appreciate, or they can be an impediment to the progress of a city. If modern planning standards are implemented by the restrictions, and procedures are established for orderly change to meet new conditions or requirements of operation; the restrictions will act as a constructive force. Latitude must also be allowed for the introduction of new building materials and techniques so they may be used when adequately proven. I would like to express my opposition to restrictions or zoning ordinances which use a percentage of land to set forth permissible building areas on a specific site. It is obvious that this approach is arbitrary and unrelated to the function of a particular use. Other measures are available to maintain the integrity of a specific property, such as elimination of on-street parking and truck maneuvering for loading.

With the major part of our industrial construction being done under lease, it is apparent, that the responsibility of determining the suitability of a site will ultimately fall on a prospective occupant. A 200,000 square foot warehouse can be adequately accommodated on 300,000 square feet of land, which is two-thirds building coverage. I have seen requirements that limited building coverage to 40 per cent or less, regardless of use. We have no land to throw away in our metropolitan areas, and we will not waste it if we accept function as a guide.

Our restrictions include a clause providing for repurchase of land if a building is not started in good faith within 12 months. This is the basis of an interesting experiment in value creation. We realize that streets and utilities do not make an industrial district. It is the industrial operation within a building that makes the district a reality. The first two tracts in Brook Hollow were sold at approximately 10 cents per square foot. Following these sales, we increased prices by 5 cents per square foot, every six months regardless of sales. We were careful to avoid selling to speculators and thereby retained control of our market. The purchaser who found his property had appreciated by 10 cents per square foot at the end of a year had a strong incentive to use it rather than resell to us at the purchase price. Currently, our average price is seven times what it was a little over seven years ago when we announced plans for the development, and we feel the experiment has been a desirable experience for everyone involved.

Development Tips

Following are several additional suggestions for industrial developments which should be initiated before contracts are signed:

Have a master plan of the entire area so that a general concept exists for traffic planning, with the realization that the distance between streets may be shifted to increase or decrease property depths as the market demands.

Street intersections should be paved on a 50-foot radius at corners to permit truck turning without street blockage, and drive entrances from the street should be paved on at least a 25-foot radius for the same reason.

Railroad service should be committed to reciprocal switching before it is brought into the development. In addition, some agreement should be obtained in writing regarding the responsibility and frequency of right-of-way maintenance. Rail leads and spurs can be provided for on a 53-foot right-of-way, but some carriers require more.

The area of the rail easement can also be used for utility installation if adequately planned in advance. It is particularly desirable to have electric service in the rear of the buildings because the poles are unsightly in a front setback area. State laws governing clearance prevented our doing this on most streets. Our use of the rail easement for utilities has been primarily for sanitary sewers.

Services performed in an industrial district will usually be divided among the political subdivision, the gas and electric sources, the developer, and the occupant of a building. In some districts most services are supplied by the developers, as in the Central Manufacturing District in Chicago, but this practice is now almost extinct. Normally, water and sanitary sewer services are provided by the City and other utilities by the franchised companies.

Developers should have available grounds maintenance service for the entire district. If a master plan of landscaping that permits the use of tractor-drawn gang mowers is followed, the setback areas can be maintained at nominal cost. Portable aluminum sprinkler systems have proved adequate to supply water for these areas. The availability of this service in an industrial district helps assure its upkeep and maintains attractiveness.

Public transportation is beneficial in initiating an area; but with adequate parking, people usually prefer to drive. We have subsidized a public transportation service for six years and believe it will be self-supporting by the time development is completed.

Any deficiencies which exist in city service are usually supplied by the building occupant. Police and sanitary service are the areas where most inadequacies exist, and private firms are usually available to augment city services.

Plan for Tomorrow

The 1960 population between 10 and 19 years of age contains the war-time and immediate post-war babies. This group will attain the age of 20-29 years by 1970, replacing a much smaller 1960 group, at the age of entering the labor force. The U. S. Bureau of the Census forecasts an increase of 39 per cent in this age group during the next decade, compared with an over-all population increase of 18 per cent.

There is no time to waste if we are to prepare a future for the generation that will begin looking for jobs ten years from now. Our responsibility lies in the kind of working environment and job opportunities they will be offered. Each generation sows the seeds of greatness for its successors.

THE MOORESVILLE PLAN

By Phineas Horton III, City Manager
Town of Mooresville, N. C.

Editor's Note

Mooresville, North Carolina, had a population of 6,918 at the last census—down 2.9 percent from 1950. The Town faces the challenging problem of a small town whose vitality is in danger of being sapped, to some degree, by larger communities in the area. Through a progressive highway program, Charlotte and other cities have been brought within easy reach of people who once did most of their shopping in Mooresville.

Presented here is the City Manager's story about the Town's effort to rehabilitate and rejuvenate itself. The story behind the Plan goes back to 1957 when it was realized that unless steps were taken to stimulate interest in Mooreville's business district and to attract new business and industry, Mooresville faced a bleak future. Then in April 1958 the Town sponsored an Urban Land Institute panel study to evaluate its Plan and to answer certain problems confronting the Town. The panel study established general principles and policies which could be applied to thousands of small communities which face similar competition. The Mooresville Plan is evidence that the Town is seeing to it that its future will not be cut off by the larger cities.

A systematic stage-by-stage renovation of an old, unattractive central business district is the goal of "The Mooresville Plan." Started in 1957 by a forward-looking city manager in cooperation with a skilled planning consultant and an energetic Mayor, the plan is now progressing three and a half years ahead of schedule.

The philosophy of governmental cooperation with private interests in improving the conditions in a commercial region is embodied in the accomplishments to date in this venture. The municipality's participation is predicated on the belief that greater *ad valorem* tax revenue will accrue from an improved downtown. Private interests have willingly worked for improvements which are bettering property values and boosting shopper traffic or, in other words, stimulating business.

From the pre-Mooresville Plan character of a typical, sleepy, textile-economy small town in the piedmont section of North Carolina, Mooresville has undergone a metamorphosis which makes it a progressive community on the lookout for new industry and new commercial horizons. The dust of unproductive years has been brushed aside by enlightened civic leadership which sought the improvement of its way of doing business.

First Release

The Mooresville Plan was first released to the citizens in a public meeting. Booklets outlining the procedures which would bring about downtown renovation were distributed. So drastic a renovation was proposed that long-time residents said: "It can't be done!" After much explanation and reflection, they became convinced that the proposals were worth while, and started to move toward the impossible.

As the booklet explained, the Plan contemplated the renovation of existing store fronts, the construction of canopies covering the sidewalks, the building of public off-street parking lots, and eventually a traffic-free pedestrian mall where Main Street bisects the business district. Stages of progress were set forth and the ultimate completion was projected for some time after 1965.

The aims of the proposals were spurred by the recognition of changes in the shopping habits of Americans, and were summarized by this excerpt from the Mooresville Plan booklet:

"The implication for Downtown Mooresville is clear. Unless we are alert to the dangers of this situation; unless appropriate action is forthcoming, the outlook for Downstown Mooresville is bleak. We must recognize the changing situation under which we are living and doing business. We must understand that what was once a small, isolated town with captive customers is becoming a part of a mushrooming metropolitan area, with a part to play in the overall development, economy, and operation of the area. If plans are drawn acordingly, Downtown Mooresville can grow in business and economic strength."

The basic corrective proposals were designed to provide a more *convenient* and *pleasant* shopping environment in Mooresville. People living within ten miles of Mooresville, it is logical to assume, will use the Town's facilities in preference to the wide merchandise selection in Charlotte, the metropolitan competitor 27 miles distant, if the shopping area is conveniently arranged and is pleasant to visit. Convenience and attractiveness are, of course, related to physical improvements and merchandising.

The Big Hurdle

After the original premises of the Plan were accepted, implementation of the concept was the big hurdle. Rather than utilizing "trade at home" days, which are generally of little importance, the merchants agreed to move slowly and steadily toward the goal of a modernized, convenient shopping region. A Civic Action Committee was appointed by the Mayor to lend coordinative advice to merchants who started building improvements. This was necessary to avoid a haphazard development of improvements which might not be compatible with each other. Some merchants voluntarily altered their plans to fit in with the overall atmosphere sought by the Plan; and by their persuasive efforts, the Action Committee members convinced several to make improvements earlier than they otherwise might, in order to promote the Plan.

ULI Panel Study and Recommendation

As the promotional efforts took effect, a desire for more comprehensive advice arose than was available locally. Urban Land Institute was asked to conduct a panel study of social and economic conditions, which terminated with a report published in April, 1958.

Mcoresville, North Carolina
Main Street as it appeared in 1958 before the initiation of The Mooresville Plan to improve the town's appearance and to bolster its economy.

Photos by Fletcher Davis

First Unit of The Mooresville Plan Completed March 1960
The 200 block of Main Street showing the renovation including continuous canopy over the sidewalk installed according to the Plan.

The Panel was asked two basic questions: (1) How can the Town of Mooresville adapt itself to changed conditions and preserve its retail business activity? (2) How can Mooresville best stimulate and promote its economic development? The Panel's recommendations in summary were:

Municipal Policy

1. The Town should extend its present boundaries (based on a sound plan for future growth) in order to control adjacent subdivision development effectively and prevent future encirclement by satellite communities.

2. Various changes should be made in the Town's zoning ordinance to make it more effective. A general plan for Mooresville is a prerequisite to any sound revisions of the present zoning ordinance (and map). Without such backing, the zoning ordinance is vulnerable.

3. Perimeter zoning should be put into effect to help regulate and guide the growth in areas adjacent to Mooresville.

Business Area

1. If Mooresville is to compete successfully with its neighbors, it must improve the appearance of the downtown business area. Execution of the "Mooresville Plan" (as modified by the Panel) would do much to accomplish this.

2. Merchandising and promotion methods should be improved in order to stimulate sales.

3. Substandard structures and noncommercial uses should be eliminated from the central business district.

4. Accessibility to the central business district (especially after the pedestrian mall is established) should be improved by extending West Center Street to Route 150 and constructing directional connections between Main and Church Streets both to the north and to the south of the central business district.

5. Additional off-street parking should be provided in the central business district.

6. The proposed pedestrian mall feature of the "Mooresville Plan" should be modified to allow better vehicular circulation.

Economic Development

1. The proposed lake and the new interstate highway represent potentials for future development (residential, recreational, highway-commercial and industrial) which should be planned for and cultivated.

2. Golf and country club facilities should be expanded, not only to accommodate the local people but also to attract new people to the area.

3. Improvement of the appearance of the central business district is essential, not only to make the retail area competitive with neighboring shopping areas but also to make the town attractive to industrial prospects.

4. Industrial zoning should be revised to provide industry adequate protection from residential (and commercial) encroachment.

5. Present industrial sites in the town are few in number, poorly zoned, and difficult for deliveries. Additional land in and around the Town suitable for industrial use should be zoned and reserved for industry, utilizing perimeter zoning in areas outside the Town limits. To make such property attractive and readily available to industrial prospects the developer should be in a position to provide necessary utilities and services, erect a building suitable to the needs of the prospect and lease or sell it at a competitive price.

Accomplishments

March, 1960, brought the completion of the canopy over the sidewalk of the first "model block" in which the modernization of most of the store frontage had been completed under the same contract which covered the canopy construction. Merchants in this block *voluntarily* contracted with the largest property owner in an agreement for him to supervise a block-long canopy construction with his architect, and to reimburse him on a shared per front foot cost for the number of feet their properties extended along the block.

September, 1960, saw the completion of the last public off-street parking lot, which was necessary if parking now on-street is to be absorbed prior to the construction of the Mall. This installation will in no way be temporary, but will result from a step by step progression of construction to the permanent Mall installation, which will include planting of trees, shrubs, flowers, etc.

Enthusiasm for the Plan is running high now that one block has successfully completed the building renovation and canopy construction. Other merchants in the adjacent block have contracted for similar improvements and their work is now in progress. Delegations from other cities in the two Carolinas have visited the Town to see what has been accomplished, and we are told that progress along the lines followed in Mooresville is being made in these other cities. Speakers

have been sent to other towns which have requested an explanation of the Plan, and many cities from coast to coast have asked for and received booklets setting forth the plans being followed here. Copies of this booklet are available at a cost of $2.00 per copy in the office of the City Manager.

Optimism about the commercial and industrial development prospects of the Town characterizes the attitude of the people who are pround to say that Mooresville is their home town. Few small towns have undertaken such bold strides to improve their business environment, and an understandable pride exists among those who have achieved part of what once appeared an impossible dream. The advertisers say, "They said it couldn't be done!" Mooresville folks acknowledge this but extend an invitation—"Come see. We're doing it!"

TRI-COUNCIL MEETING

(*Continued from Page 2*)

As is customary at Council meetings, a day will be devoted to analysis of development plans. Projects analyzed may include residential, commercial or industrial developments.

Attendance is limited to Sustaining members of ULI. Regular members who may desire to participate should make inquiry to the Washington office about change of membership status.

FIRST DOWNTOWN UNDERGROUND GARAGE REVERTS TO CITY

San Francisco's pioneering underground parking garage beneath Union Square will pay the original construction debt 30 years ahead of schedule, the American Municipal Association reports.

A nonprofit corporation has been running the facility, paying $5,000 a year rent to the city in addition to carrying operating expenses and debt retirement. Beginning April 1, 1961, the city will receive $60,000 a year for its lease, plus 50 per cent of net profits probably totaling $100,000 a year, according to information relayed to AMA.

Union Square garage was the nation's first garage under a public park. The city's pioneer venture in this solution for downtown parking problems was highly controversial and was deemed risky when first espoused. The early payment of the indebtedness is testimony to the city's foresight.

In Print

Orders for publications reviewed are to be addressed to publisher in each case and not to URBAN LAND.

Real Estate Encyclopedia. Edited by Edith J. Friedman. Prentice-Hall, Inc., Englewood Cliffs, N. J. 1960. 1,458 pp. $29.50.

The *Real Estate Encyclopedia* is a comprehensive survey of the real estate field. Separate phases of real estate operations such as planning, buying, selling, financing, title transfer, managing, leasing, appraising, building and modernizing are individually covered. Each chapter has been prepared by an authority in his respective field. This is a very useful and thorough reference book on real estate operations.

Real Estate Principles and Practices. Nelson L. North and Alfred A. Ring. Prentice-Hall, Inc., Englewood Cliffs, N. J. Fifth Edition 1960. 504 pp. $9.65.

Principles of Real Estate. Arthur M. Weimer, Homer Hoyt. The Ronald Press Company, 15 East 26th Street, New York 10, N. Y. Fourth Edition 1960. 716 pp. $7.50.

New editions of these two basic real estate textbooks are now available to interested readers. The texts have been updated in line with the present real estate environment. They are excellent sources of fundamental material in the field of real estate.

The Co-op Apartment by Harold N. Vogel. Libra Publishers, Inc., 445 West 23rd Street, New York, N. Y. 1960. 119 pp. $1.35.

In this volume, Mr. Vogel analyzes succinctly—but thoroughly—a venture which has undergone an amazing post-war boom—co-operative housing.

The Co-op Apartment not only explores the technical and legal aspects of this type of rental arrangement but reveals some interesting facts about the type of people who are attracted to the co-op apartment and the adjustments that they must make. On the whole, for example, they desire more personal involvement and community participation than are available under conventional rental set-ups.

Mr. Vogel has organized the material in his book to answer many fundamental questions concerning co-ops. Among other items, he examines the types of co-ops, the proprietary lease, tax benefits, responsibility for decoration, maintenance and management, and down payment and carrying charges. The author has handled some rather knotty problems in a clear, highly readable manner. His volume could serve as a handy reference for people considering investment in co-operative housing, as well as professionals in the field.

Federal Receipts and Expenditures During Business Cycles, 1879-1958. John M. Firestone. National Bureau of Economic Research. Princeton University Press. 1960. 176 pp. $4.00.

In the author's opening words—"This study aims to provide a basic, quantitative description of the cyclical behavior of federal cash receipts, expenditures, and surpluses and deficits since 1879." This goal is accomplished adroitly and clearly by means of detailed graphs, charts and analyses.

An interesting conclusion of Mr. Firestone's study is that although sources of revenue and the objects of expenditure have altered drastically over the years and federal fiscal operations have become vastly more important in the economy, a persistent pattern of behavior is nevertheless discernible. During wars this pattern has been interrupted only to be restored a few years after the end of each war.

Each of the periods between the wars is examined individually; the war and transition periods are analyzed in a separate chapter and parallels are drawn. Generally recognized principles pertaining to this subject have been stated clearly and new observations seem to be well-grounded and thoroughly documented.

This volume makes a valuable contribution to a most important—but often neglected—area in the field of economics.

Bair Facts: The Writings of Frederick H. Bair, Jr., edited by Perry L. Norton. Chandler-Davis Publishing Company, West Trenton, New Jersey. 1960. $2.00.

This 129-page paper back might have been titled "Planning Can Be Fun." It contains a collection of the half humorous, half serious writings of the author which have appeared in various newsletters edited by him since 1950 for the Florida State Improvement Commission, Florida Planning and Zoning Association, and more recently for his own publication. Without raising the author to a niche beside the immortal Franklin, this book might well become the Poor Richard's Almanac for Planners. As a matter of fact, anyone interested in planning, zoning and subdivision development will find the book both informative and amusing—quite a feat considering the subject matter.